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14 March 1973

NOTE FOR : Mr. Edward W. Proctor, DD/I

SUBJECT : Status of ERG

References: A. [ ] memo of 23 February  
1973, Experimental Research Group (ERG)

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B. [ ] memo of 14 February  
1973, Topics for the Experimental  
Research Group

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1. Further to my ref A, and especially its para. 9, the stature of the strawboss will to a great degree determine whether the ERG contingent is for real or cosmetic. I will of course guide and manage ERG and its projects, keep both ears to the ground re consumers and their interests, and occasionally put in a substantive oar of my own. But I am not a seasoned n.m. practitioner, and my energies will continue to be spread over a number of other concerns. Thus, the need for someone of the experience and caliber of [ ]

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2. I like what I've seen of [redacted]. He is indeed experienced in n.m. I find that he commands wide respect. As I have mentioned to Paul, I think [redacted] is a bit more mathematical/statistical than ERG's major focuses should be, but, then, I am myself probably not n.m. enough; the two of us, in harness, would be just about right.

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3. Which of [redacted] ref. B projects we might undertake, if any, would depend on the makeup of the rest of ERG's people, and on negotiations between [redacted] and myself. Once I was satisfied that ERG should have a go at this or that project, I would give [redacted] wide latitude in developing these, keeping me informed of their status, and bringing me in as the need arises for important decisions concerning direction or judgment. In addition to consumer interests, I would keep watch for DDI projects underway which might lend themselves to special ERG annexes, and for areas of DDI analytic need which perhaps were not being treated. As I mentioned in ref A, ERG should for the most part eschew highly mathematical or quantitative subjects, as well as purely "experimental" items divorced from real-life analytic problems. Instead, ERG should aim at seeing what n.m. wisdom or refinements can be brought to the analysis of soft, political items.

4. As for the ERG people, I have been looking for brains and imaginativeness. Here's where we stand:

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a. Strawboss, [redacted] or a reasonably accurate facsimile. He is ideal for the job, though yet to be commissioned.

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5. Space. I understand that there are some warm maybe places here in Hqs. Bldg., but such remains to be nailed down. I would like to hang out the shingle the first week of April.

6. Specific projects, now that April's here. Still of course to be worked out, in concert with the strawboss, but possibly involving one or more of these (again, not necessarily in this order):

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a. [redacted] ref B rapid intelligence warning scheme.

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b. [redacted] ref B discriminant analysis idea.

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c. An ERG special annex to the big Soviet-US action/interaction request [redacted] made of you a few weeks ago.

d. The influence of personalities in bureaucratic politics and role playing.

e. Problems of perception and of receptivity to new data on the part of intelligence analysts.

f. A model on Soviet policy approaches to the problem of China.

7. In haste,

[redacted]  
Chief, DD/I Special Research Staff

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23 February 1973

MEMORANDUM FOR: Deputy Director for Intelligence  
SUBJECT : Experimental Research Group (ERG)

Ed/Paul -- While waiting for ERG people and living space to materialize, I think it useful to record some of my considered thinking at this stage, in brief outline form, concerning ERG philosophy, projects, procedures, and preparation.

1. Philosophy. My own approach to new methodologies (n.m.) has become an in-between one. I have not been convinced by my scouting to date that great expectations from n.m. are justified. As I outline below, however, there are some definite refinements which seem reasonably possible, over and above the obvious merits of our responding to NSC/Staff and (I assume) DCI interest.

2. As I recently told the Senior Seminar, our n.m. emphases must be on people, not on methodologies. This is my own view, plus that of the advice I have received on the subject from all n.m. quarters, in and out of government.

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## ROUTING AND RECORD SHEET

FILE: ERG

SUBJECT: (Optional)

Experimental Research Group (ERG)

FROM:		EXTENSION	NO.	STAT
				DATE
				23 February 1973
TO: (Officer designation, room number, and building)		RECEIVED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. ODDI	7E44, Hqs.			
2. ADDI/Mr. Paul V. Walsh	7E44, Hqs.			
3. DDI/Mr. Edward W. Proctor	7E44, Hqs.			
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